UCSF JOURNAL

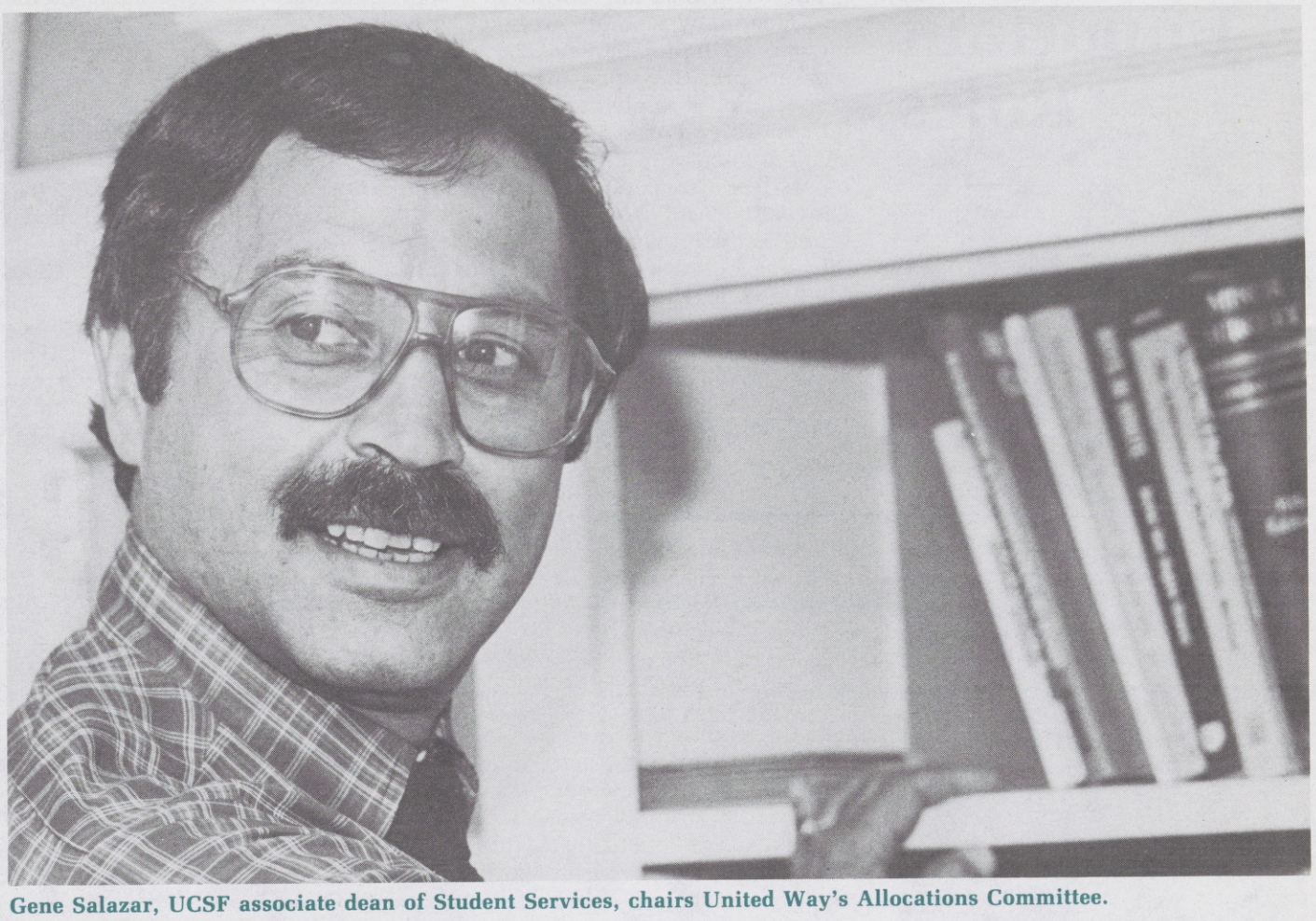
CAMPUS MAIL

November 1984
Volume 8 Number 4

University of California, San Francisco
San Francisco, California 94143

Address Correction Requested

# UCSF People Active in United Way



Gene Salazar, UCSF associate dean of Student Services, chairs United Way's Allocations Committee.

It's the volunteers from throughout the Bay Area communities who give United Way its vitality, say two campus members who are long-time participants in the five-county organization.

This "backbone" of some 350 men and women is a mix of ages and backgrounds, says Gene Salazar, UCSF associate dean of students. "They're business executives, housewives, handicapped people, white-collar workers, blue-collar workers and anyone in between."

The chairman of the United Way of the Bay Area Allocations Committee, Salazar holds one of the agency's most important volunteer posts. Last spring the committee parceled out $27 million to some 240 neighborhood, youth, health, counseling, day care and other nonprofit human services agencies, ranging from traditional institutions to grass-roots operations.

The committee bases final decisions on an extensive review of each agency, Salazar explains. A number of committee members are "group captains," each responsible for several captains of "review teams" that evaluate every agency for its program, administration and financial integrity.

Team members have tremendous responsibility and power, says Salazar. Since the Allocations Committee depends on their input, all of them have to be "bright, capable and committed."

Salazar, "a product of social movements" who has been active for civil rights, peace and equal educational opportunities, says that his own sense of service to others started during his childhood in Firebaugh, a small agricultural town outside of Fresno, where his father owned a restaurant. "Every year from December through March about 3000 people were out of work. They had no food or shelter. It was terrible.

"So my father ran his own 'United Way' with food drives, transportation to hospitals and help with interpreting and translating."

Salazar was not always a United Way supporter. In 1969, he protested what he felt was a lack of attention and funding by the agency to some important community needs. The agency then challenged him to help change what he felt was unfair. "By raising hell, I was admitted into the process," he says.

Salazar has been a volunteer since, and is now in the second year of a three-year term as chair of the Allocations Committee. In the last 10 years, Salazar says, there have been "incredible changes" in United Way. Groups like the Asian Law Caucus, the Berkeley Women's Health Collective, the Over 60 Health Clinic and many others have joined the traditional agencies—the American Red Cross, Scouts, Salvation Army and others—on the United Way list.

The process is not perfect, "but we come out with a fairly good product at the end," he says. "We try to be as fair as possible and put dollars where they'll do the most work."

The Allocations Committee gets busy early in March, with members donating their evenings or weekends for the next several months of rationing a single sum of money to a seemingly infinite number of deserving recipients. Decisions are made in a spirit of give and take as members shift priorities from home communities and favorite causes to Bay Area needs at large, says Salazar, who lives in the city and works with neighborhood youth and drug prevention groups.

It always seems to work. "When different people come together with their ideas, a cauldron happens. The process produces something that's very strong and valid. In the Bay Area, we're particularly fortunate. We see a lot of citizen participation."

Since the ones making the judgments for United Way are local community people, they set the right

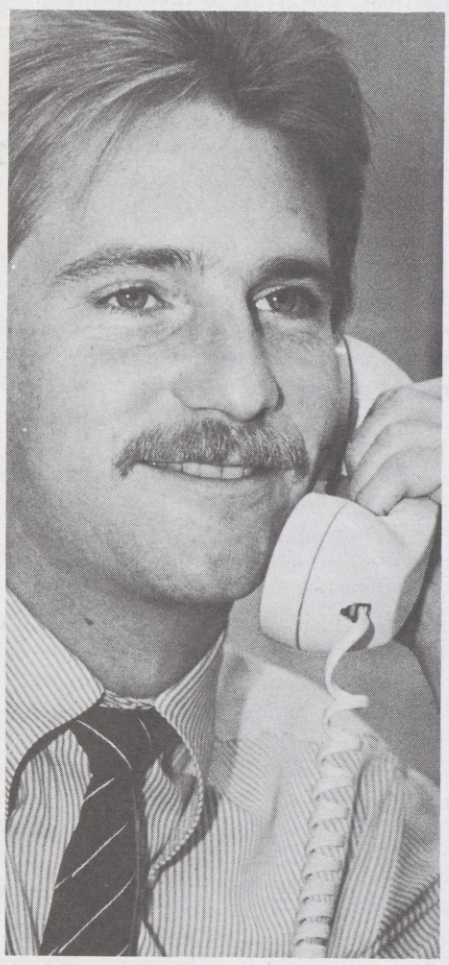
*(Continued on page 4)*

This special issue of the *Journal* is published to inform the campus about United Way and the UCSF campaign that runs through November 9.

United Way of the Bay Area provides funding to 242 human care agencies. Employees will have several options for giving, including making a lump sum contribution, authorizing payroll deduction or making a pledge and having United Way send a bill. Donors may designate their gifts to a specific United Way organization or any tax-exempt human care service agency in the state. Again, increased participation by staff and faculty is emphasized and employees are asked to give only what they can afford. Each dollar helps someone in the community.

# Donor Reps Play Important Roles





The nearly 400 campus donor representatives play an important role in the United Way campaign, and they perhaps have the toughest job.

They distribute and collect the donor envelopes and face many who are skeptical of United Way or anyone asking for money. They hear from co-workers pros and cons about United Way and why people choose to give or not. Many donor representatives are enthusiastic backers of United Way, some are active in community groups and charities, others feel a successful showing is important to the University. And some were asked by their supervisors to "volunteer."

Jeanne Elliott, an editorial assistant in Laboratory Medicine, looks forward to her second stint as a donor rep. Last year, she was assigned the task and at first she "didn't want anything to do with United Way." She changed her mind after a donor rep training session when she learned of the number and variety of services offered by United Way agencies.

"I only try to share what I've learned. I'm not a salesperson," she says. "We don't press people. No one should be forced to give."

But everyone gets an envelope; and approaching fellow employees was a bit uncomfortable, she says. "You can tell by the look on some faces that at first they didn't want the envelope."

Most of the people in her group of about 15, however, were receptive, looked at the material and asked questions about United Way, she says.

Last year was not a good time to ask people to be charitable because University employees did not receive cost of living raises, says Al Avila, storehouse supervisor for Materiel Management. "It will be interesting to see what happens this year," says Avila, who will hand out envelopes to fellow workers at Oyster Point.

Molly Pfau, administrative nurse in the cardiovascular special care unit, who doubled as acting head nurse in the intensive care unit last year, was the United Way communicator to about 100 nurses. During last year's campaign, she worked from 7 am to 7 pm so she could distribute material to nurses on morning and night shifts. She, too, saw eyes roll when donor envelopes were spotted.

Nurses and other health care workers see themselves as providing human care services through their profession, Pfau explains. "Nurses give so much of themselves all the time, it's hard to conceptualize giving any more," she says. "Money seems an insignificant thing to give when you're already giving so much of yourself."

Another reason why some first resisted or were uninterested, Pfau says, is belief in the myth that United Way is "an industrial complex abusing funds." She, thus, had to do some educating about the agency.

In presenting United Way information to nurses, she talked mostly about health and support services for patients and families like the ones they see every day. The head nurse of the cardiovascular special care unit designated her donation to the American Heart Association.



Barbara Wilson, an administrative assistant in the School of Pharmacy, says the most frequent question last year was "where does United Way money go?" She carried a booklet listing each United Way agency and how much money it received.

Those who gave, she says, wanted to designate a favorite cause or service. Wilson herself became a United Way backer, she says, when it added to its list the Bay Area Black United Fund, which has aided her community.

Ely Arcega, an accountant at CED, says co-workers had no problem finding an organization on the United Way list of 242 agencies that they could identify with or support.

Tom Gates, a Personnel assistant, agrees United Way addresses every area of community need. He also points out that employees may designate a non-United Way agency to receive their United Way gift. For example, a lot of gays were concerned about the AIDS issue and designated groups like the San Francisco AIDS Foundation, he says.

Gates, in his second year as a volunteer donor rep, understands why many do not give. "Some already have set priorities for their money—it may go to other charities, their church or their mortgage," he says. "The University would like 100% participation but that's impossible."

Howard McFadden, an Environmental Services night supervisor, has about 60 people on his shift and, because he knows each personally, had no problems in approaching them or answering questions. "Most here are churchgoers and believe in charity. One or two bucks was no problem for them," he says.

Most of the members of his department are United Way supporters, he believes. "I feel United Way over the years has cut down on administrative costs (only 9.8%) to the point where they are effective in funding many services," he says.

"In our department, we're mostly blue-collar workers—at the lower end of the wage scale," he says. "We may be more aware of the need to support United Way."

Patricia Rodden, a management service officer in the Department of Family Health Care Nursing and a donor rep last year, says the amount one gives, or that they don't donate, is confidential. She understands that some have reasons for not giving but for accounting purposes the envelope should be returned.

Her message is: take the time to think about United Way and whatever you decide, seal the envelope and return it to your donor rep.

*Andy Evangelista*



**Counter clockwise from top, Donor representatives Jeanne Elliott of Laboratory Medicine, Personnel assistant Tom Gates, Barbara Wilson of the School of Pharmacy and administrative nurse Molly Pfau.**

# QUESTION

## What are your feelings about United Way?

**Mary Addison, principal clerk, Ob/Gyn clinic:** I'm all for United Way. For one thing, it helps a lot of crippled children. I remember when my daughter went home from the hospital at four-days-old with a cast on her leg. Now she's 16 and she's fine. She even runs track. So I always give freely. I do it for me.

**Ken Irvine, principal clerk, General Medicine Clinic:** I've never supported it. We're on such tight salaries that I need almost everything I get. But then I've never been approached for a contribution. That might have made a difference. I would make only a one-shot donation rather than giving through my paycheck, since something might come up to make me change my mind.

**Alan Allbright, administrative assistant, Transportation Service:** I make direct contributions to two or three agencies on their anniversaries or at Christmas, and prefer that to giving through a middleman. When I send my check, they respond and I like that personal contact. But United Way makes a lot of sense, particularly for people who don't have favorite charities but want to help. Also, when agencies can anticipate United Way funds, they are better able to budget for programs or staff hiring than if they're depending on Christmas donations. Then there are good years and bad. If I wanted to convince people to give through United Way, I'd use the budget argument.

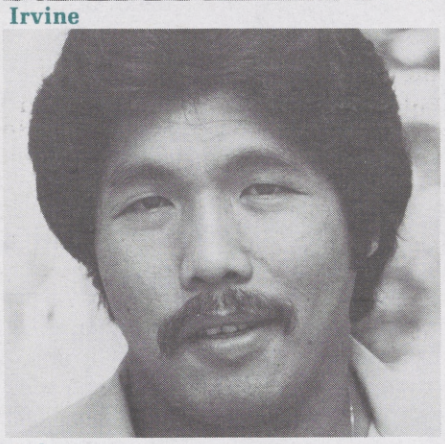
**Bob Patrick, supervisor, Environmental Services:** It's a good program that helps a lot of people, including some I know personally. I give every year.



Addison



Irvine



Salenga

**Darmo Salenga, senior custodian, Millberry Union:** I just give a small amount every payday but it's something I'm proud of. It just might be what helps somebody sometime—who knows?



Davidson



Zielinski



Jemtrud

**Bonnie Davidson, administrative assistant, School of Nursing:** I used to give $10, then $5 and now I don't give anything. I had some financial reverses and had to cut back everywhere. I once looked at the list of United Way beneficiaries and there weren't enough people that I cared about personally. I want to spend what money I can on a few groups that are not really charities, such as NOW, Options for Women Over 40 and the Friends Committee on Legislation, which is very active in prison and juvenile delinquency reform. They need the support. The group contributing to organizations like the Scouts is much larger.

**Diana Zielinski, administrative assistant, Family Health Care Nursing:** As a whole, United Way does a fairly good job but I don't believe in all their organizations. If I could support one or two, I'd contribute but at the last place I worked we couldn't earmark our donations.

**Sue Jemtrud, staff research associate, Department of Surgery:** They (United Way) support a lot of good organizations but I always leave the form on my desk. Offering to take it out of my paycheck offends me. It's like taxes. But if I got the form at home, it would be different. I could put it aside and wait until I had the money. Last month was a good one and I contributed to several things. I want to give when it works out for me, not when I'm told I should.

# GRABBERS

Last year's UCSF United Way campaign raised nearly $117,000, with 31% participation from staff and faculty. That represented a $47,000 and 200% participation increase over the previous year.

Every dollar counts. Last year at UCSF, one-time contributions collected during the campaign totaled $38,435. Many of those donations were small amounts.

197,415 elderly received meals, transportation services, counseling, outreach, and recreational and educational programs through United Way member agencies.

In 1983, 15¢ of each dollar to United Way was designated to non-United Way agencies.

United Way offers workshops, clinics and information meetings for staff and board members of all nonprofit human service agencies in the Bay Area. The aim is to help groups develop management capability and technical skills. For information, call 772-4433.

Thanks to Helen Archer-Duste, administrative nurse in the intensive care nursery, for the following tip: You may specify on the donor option card that you want your money to go to a United Way girls' or women's organization (Girls Scouts, Girls Club, YWCA). Archer-Duste is on the board of directors of the SF Bay Girl Scout Council, which examined disparities between allocations to boys groups and girls groups. A coalition of girls services has convinced United Way to correct this over the next few years, and this donor option method is one way to do it.

United Way funds to a member agency represent only a portion of the group's total operating budget. None of its 242 agencies receives 100% funding.

31,355 ill or convalescing patients received nursing, homemaker, home health, outpatient care and home therapeutic services through member agencies.

*Andy Evangelista*

## For Football Fans

Hey sports fans. We've picked an all-star team of National Football League people who appear in this year's NFL television public service announcements for United Way.

Quarterback: Joe Montana (sorry Theismann, Anderson and Ferragamo). Running backs: Walter Payton and John Riggins (our picks over Tony Dorsett and Freeman McNeil). Wide receivers: James Lofton and Steve Watson. Tight end: Eric Sievers. Offensive lineman: Anthony Munoz. Placekicker: Nick Lowery. Defensive lineman: Randy White. Linebacker: Keena Turner. Defensive back: Eric Wright. Punter: Carl Birdsong. (Sorry, but they don't pick enough linemen or defensive players for the TV spots to make a complete team.) Coach: Tom Flores. Owner: Art Rooney. Trainer: Ronnie Barnes, NY Giants. Referee: Gene Barth. National Anthem singer: Tony Bennett.

# Many Rewards for Foster Grandparents, Children

Love is what it's all about. Lucy Filippini, UCSF's senior foster grandparent in years of service, knows from experience.

During her 17 years of work on the pediatrics unit, she has comforted and befriended countless seriously ill children. Filippini is one of eight foster grandparents assigned to UCSF by the Family Service Agency of San Francisco. Four of them work in pediatrics, three in the Child Care/Study Center and one in the well-baby nursery.

The foster grandparents program is sponsored by the Family Service Agency of San Francisco, which receives United Way funding. The program connects selected low-income older people with young children who might benefit from their help and company. The grandparents receive a small weekly stipend but, more importantly, they feel good about being able to provide a valuable service.

"It takes a lot of time, patience and understanding to help sick children," says the dimunitive Filippini, herself the grandmother of two. "But the rewards are many. Knowing I've done something for the kids gives me a great feeling."

A number of patients who return to the hospital are delighted to find that "Grandma Lucy" is still here to feed them, play with them and hold their hands while they're being transported to special treatment.

In a different setting—the nurseries on the 15th floor—another foster grandparent, Lillie Mae Bryant, shares her own special kind of tender loving care with newborn infants. Partly because she has six grandchildren and six great-grandchildren of her own, she's an expert at making babies feel happy and loved.

Bryant, who has been at UCSF for five years, is the only foster grandparent assigned to the nurseries in Moffitt where some

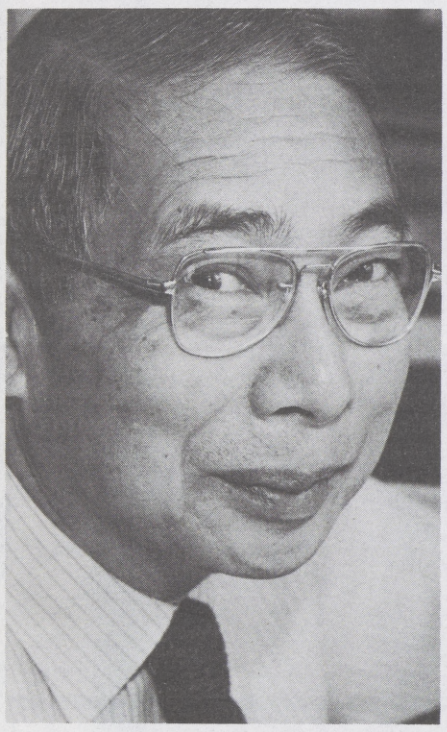



**Foster Grandmother Lucy Filippini**

80 to 100 newborns are cared for each month. Like the other foster grandparents, she works four hours a day, five days a week.

Lillie Mae Bryant is a full-time grandmother, on and off the job. When she goes home from work each afternoon, she takes care of two of her own great-grandchildren while their mother goes to work.

*Claire Leeds Wray*



**Eric Owyang**

# UCSF's United Way Volunteers

*(Continued from page 1)*

priorities, Eric Owyang agrees. "They have a better feel for what the needs are." Owyang, UCSF clinical professor of pharmacy, has served on a review team for 10 years.

Each team member is responsible for evaluating goals, services and administration of one agency, says Owyang, who is currently United Way's liaison with San Francisco Suicide Prevention, Inc. Involvement is year round for the volunteer, who reviews the budget, monitors minutes of executive meetings and keeps in regular contact with administrators to "get a feel for what they're doing."

For example, an agency's development of a successful outreach program, plans for a telethon, more volunteer training and purchases of a computer to retrieve information for research probably would warrant added support the following year. Or, if an organization's accountability slips, funds might be cut or even eliminated.

Another aspect of Owyang's job is to make United Way's other services available if they seem to be needed. Can the agency benefit from a fund raising seminar? Surplus furniture? Counseling on accounting or management? "We're a resource to help an agency get better and stronger. If it can become totally self-supporting, then we really have succeeded."

Owyang, who also is on the boards of the American Heart Association's San Francisco Chapter and the UCSF Child Care/Study Center, says that he and his wife, Emily, suddenly found themselves on the receiving end 32 years ago when their first child contracted polio. "I was amazed to find out what there was in the community to give us financial and emotional support in an hour of need. I've never forgotten it."

Owyang, retired chief pharmacist for Hospitals and Clinics, says that the UCSF tradition of human outreach was another incentive for his own public service. "UCSF is an enriching place to work and I developed a happy, gratifying life here. I'm just paying society back for the good things that have happened to me."

*Michele Liapes*

# How to Become a Member Agency

The United Way of the Bay Area currently has 242 member agencies that receive a piece of the $27 million pie. Allocations for 1984-85 ranged from a high of nearly $2.6 million to the American Red Cross/Bay Area Council to the $8,887 received by the American Social Health Association, a Palo Alto-based agency that provides technical assistance to VD prevention and control programs.

Agencies may apply for United Way membership, and new applications are reviewed each year by a committee of local volunteers. Agencies must have nonprofit status and volunteer governing boards, demonstrate a need for United Way support and be able to fill identifiable unmet community needs. Agencies admitted are required to furnish financial data and submit to an annual audit, adopt and practice an acceptable affirmative action program, recognize the right of their employees to join labor organizations and abide by other United Way policies.

Many organizations might say that becoming members of the United Way is easier said than done. And the agency is criticized for turning down groups perhaps as often as it is praised for funding a variety of others.

A group's administrative soundness and proven track record in providing community services are important factors in deciding who gets funding and how much, says Allocations Committee chairman Gene Salazar. Although the United Way says it tries to give small, lesser known programs a chance for funding, groups trying to get off the ground and seeking United Way support may be in a "Catch 22" situation.

Many groups, however, have been able to convince the decision-making committees that they provide a needy community service, says Salazar. "The squeaky wheel gets the grease," he says.

In 1983, 18 new agencies were added to the United Way membership list. Although none was added in 1984, a $677,000 special needs fund was distributed to programs and charities addressing needs of the disabled, gays and lesbians, Hispanics, the elderly, Southeast Asian refugees, single female parents and some others that community volunteers felt deserved high priority this year. Several non-United Way agencies received allocations from this fund, says Salazar.

**The UCSF Journal,** a publication of the University of California, San Francisco, for the campus community
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**November 1984, Vol. 8, No. 4**

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